

21 July 1975

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Investigator (Miss Ann Karelikas) from  
the Senate Select Committee

REFERENCE: Memo for Chairman, CIA Task Force for Review Staff,  
[redacted] dtd 9 Jul 75, subj: Request for  
Information

STATINTL

1. The requested briefing by Miss Karelikas for 2 p.m. 16 July 75 was rescheduled for 10:30 a.m. today.

2. OP was asked to brief Miss Karelikas on Question #2 "What criteria do we use in Fitness Reports?" and provide a joint briefing with a DDO representative on Question #4 "What are our Career Incentives, especially in the DDO?".

STATINTL

3. [redacted] DDO, was the DDO designee while the undersigned was designated as the OP representative. [redacted] and I met prior to our scheduled briefing and agreed to areas we would cover - particularly as regarded to the "career incentives" question.

STATINTL

4. Miss Karelikas explained that she is not a lawyer but an Historian who completed her Doctorate at Harvard in 1974, followed by a three-month study grant in London where she reviewed the declassified British SOE files on WWII special operations in Greece. Her Doctoral thesis was on American Policy toward Greece in 1945. In the course of her study of the SOE records, she encountered documentation relative to OSS operations in Greece in WWII. Her interest in OSS wartime activities was stimulated and when she had an opportunity to serve as an Investigator with the SSC, she accepted.

5. I opened the discussion on Question #2 by asking Miss Karelikas whether she was interested in the criteria used in the Fitness Report per se or the broader subject of the Agency personnel evaluation system. She stated that she was really interested in the broader subject since she already understood the Agency Fitness Report format, rating categories, etc. She was interested in how, for example, we would evaluate the performance of a DDO Case Officer vis a vis an Economist in OER. I then gave her a rundown on the Career Service management system (centralized Agency policy, guidances, responsibilities and decentralized implementation

by the Heads of Career Services with periodic monitoring, review and evaluation of performance by the DCI). I outlined the elements of the Agency's personnel evaluation system (i.e. Fitness Reports, Letters of Instruction and the Competitive Evaluation by Career Services) and how they are applied and interrelate in the evaluation process. This discussion led into the area of career incentives. I advised Miss Karelikas that I would cover the general incentives impacting on Agency personnel while [ ] would cover the DDO area. My discussion was based on the attached outline. [ ] then covered his points on the DDO incentives which parallel many of the general points I covered but in addition stressed the particular attraction of a professional career and progression in the collection area - the opportunity for assignments abroad, the challenge of responsibility in fulfilling important requirements, etc. In addition to the tangible factors covered, [ ] and I attempted to express the esprit and sense of purpose which has typified life in the Agency and provided strong intangible incentives to our employees for career employment. In response to Miss Karelikas' request to describe "typical" career progression in the DDO, [ ] succinctly outlined the DDO career pattern from Career Trainee through COB, COS and executive levels. Miss Karelikas stated that she had reviewed documentation that indicated a surprising number of former OSS officers were "on board" the original Agency cadres in September 1947. She asked whether many of these "originals" were still on board and what assignments they held. We explained that many of our senior positions - to the past five to six years - were filled by officers with OSS experience but were now fewer in number through retirement. Miss Karelikas asked [ ] and I to generally outline our careers in CIA - which we did in brief terms. She then expressed her thanks for the briefing and we adjourned the meeting.

6. The above discussions lasted two hours and 25 minutes. Miss Karelikas took notes during much of the briefing. She was pleasant and appeared to have considerable personal interest in the topics discussed.

[ ]  
Deputy Director of Personnel  
for Plans and Control

Att.  
Outline

**SECRET**

(40)

<b>TRANSMITTAL SLIP</b>		DATE 25 July 1975
TO: AD/Pers		
ROOM NO. 5 E 58	BUILDING Hqs.	
REMARKS:		
<p>FYI</p> <p><i>AD/Pers</i> <i>28 JUL 1975</i></p> <p><i>D/Pers</i> <i>I</i></p> <p><i>2nd</i> <i>RDC</i></p>		
FROM: DD/Pers-P&C		
ROOM NO. 626	BUILDING C of C	EXTENSION <div style="border: 1px solid black; width: 50px; height: 20px;"></div>
FORM NO. 241 1 FEB 55		REPLACES FORM 36-8 WHICH MAY BE USED. (47)

STATINTL

### WHAT ARE OUR CAREER INCENTIVES?

Below are listed a number of factors that influence employees to make an Agency career and that contribute to a demonstrably low attrition rate. These factors are mentioned most often in employee feedback. Several are Agency focused but the majority are employee focused.

#### AGENCY FOCUSED FACTORS

##### Mission

All employees recognize the importance of good intelligence in foreign policy decisions. They view their role as providing the policy makers with the most accurate and up-to-date information that it is possible to obtain. The policy makers should be aware of the options and should not be surprised by the consequence of decisions. The Agency can provide such intelligence without parochial interest.

##### Image

A good public image of the Agency matters to our employees. They would like to feel that the public views the Agency as an interesting and exciting place to work and respects its professionalism and objectivity. This reenforces their own feeling that the work they do is important.

##### Management

The Agency is a bureaucracy but there is still enough flexibility to support employee initiative and creativity. Top management provides general direction and guidance but much of management and personnel administration is decentralized. The Agency hires high quality personnel and gives them enough participation in the direction of their work that they will be motivated and highly productive.

Many of the Agency's policies are personnel oriented. The nature of our work and the cover status of some of our employees make such policies necessary. We provide a full range of employee benefits and two of these services, early retirement and educational assistance, serve the mutual interests of management and the employee.

## EMPLOYEE FOCUSED FACTORS

### Utilization

Employees believe efforts will be made to place them in assignments in which the responsibilities are commensurate with their level of competence. Assignments are planned to utilize their experience, training and background.

### Compensation

Employees believe the Agency provides them opportunities for earning adequate compensation to maintain their desired standard of living. Promotion is based on merit and the personnel evaluation system separates the productive from the non-productive.

### Security

Employees can expect to have an Agency career if they remain productive. Of course, they all realize that reducing ceiling, eliminating functions, changing priorities may impact on their jobs.

### Placement and Career Management

Employees can expect that, aided by their own initiative, considerable planning will go into their career development. They receive career counseling so that they have realistic expectations. They are evaluated so that their training will be purposive and their assignments meaningful.

### Environment

Employees enjoy their physical surroundings. The Fine Arts Committee works to ensure that paint colors, art work, plants, bulletin boards, etc. are used in a manner which enhances the beauty and atmosphere of the building. Parking facilities are limited but every effort is made to allocate the spaces so as to serve the most number of employees, such as through car pools.

Employees generally find a comraderie here which may not be as prevalent on the outside. The compartmentation of our work and the cover status of some employees are two factors which contribute to a closely knit working and social environment.

Self-Actualization

Employees feel that their work is important; they are contributing to a worthwhile effort. Their product will actually be used. The Agency provides opportunities for them to pursue in depth the professional career for which they were trained. The Agency demands excellence and the state of the art as practiced here, whether it be economics, engineering, psychology, takes into consideration the most recent research and findings. The Agency provides opportunities for advancement for those who have shown the potential for more responsible assignments. There is also some opportunity for overseas service, to provide service to one's country yet enjoy travelling and living abroad.

Review Staff No. 75/1067Date: 9 July 1975

MEMORANDUM FOR: Chairman, CIA Task Force

FROM : The Review Staff, 

STATINTL

SUBJECT : Request for Information

Ann Karelikas, SSC staff is interested in the following:

CTR 1. How the missions of the DDO and the  
DDI are presented to new employees, especially  
in training courses?

OP 2. What criteria do we use in fitness  
reports?

OPR 3. Could she see some representative  
training manuals?

OP/DDO 4. What are our career incentives,  
especially in the DDO?

Response Due: 14 July 1975

Comments : She would much prefer a briefing rather than  
a paper.

ILLEGIB

cc: A/DDO  
A/DDI  
✓/DDA  
A/DDS&T

SECRET

Classification